Improving Internal Operations: Administrative Efficiency and Effectiveness

Hratch G. Semerjian
Acting Director

Visiting Committee on Advanced Technology

National Institute of Standards and Technology
March 16, 2004

Improving Internal Operations: Goals and Approach

➢ Overarching goals

  ▪ Ensure growth in funds available for programmatic activities

  ▪ Improve quality, efficiency, and accountability

➢ Principles

  ▪ Pragmatism, flexibility

  ▪ Learn and improve through benchmarking

Strategies for Improving Internal Operations

1. Streamline administrative functions

2. Consolidate support organizations

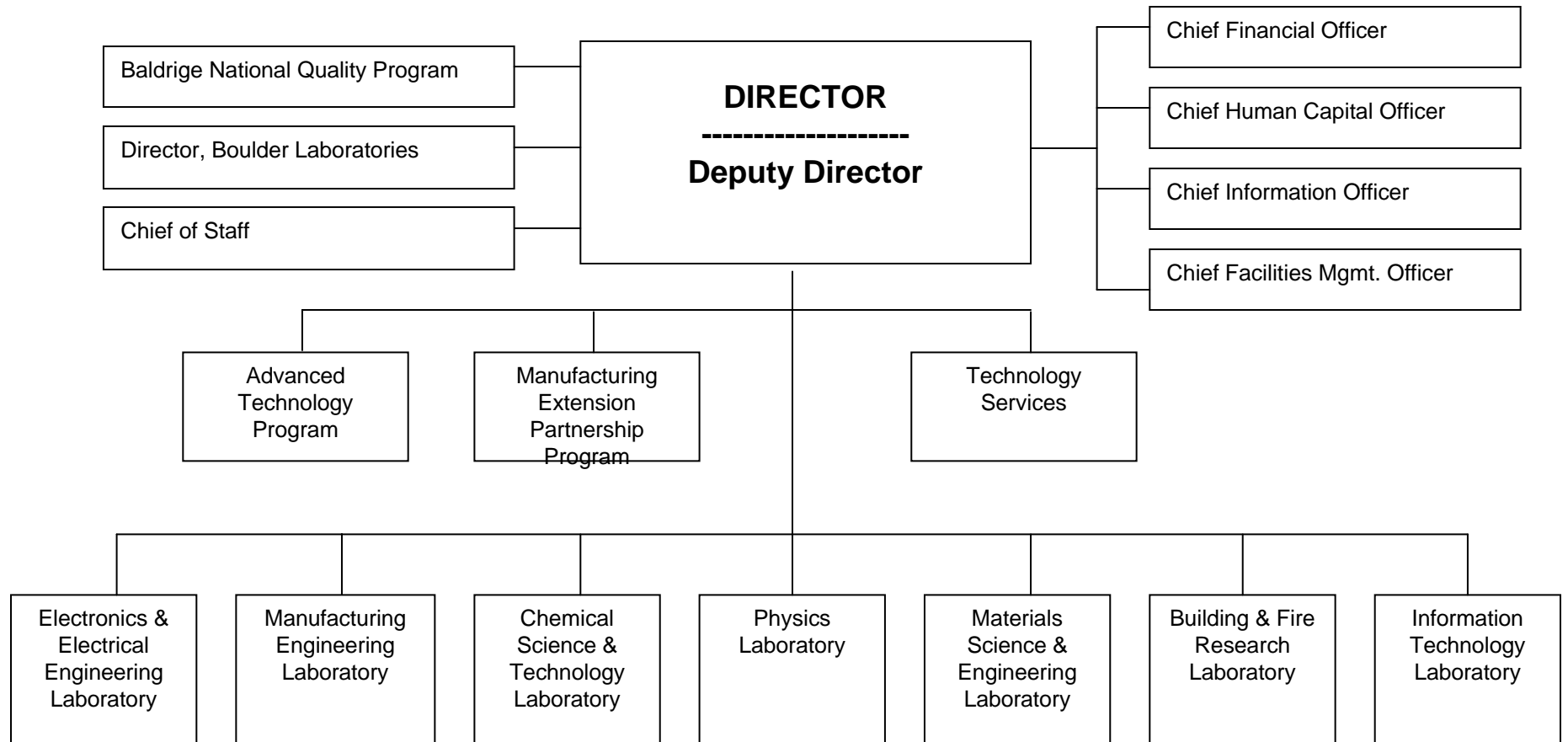3. Engage OU management and administrative staff in decision-making

Streamline Administrative Functions

➤ Identify actual costs

➤ Establish connectivity between administrative costs and total budget

➤ Include in Institute overhead only services provided to a broad base of customers

➤ Benchmark against government and private sector practices

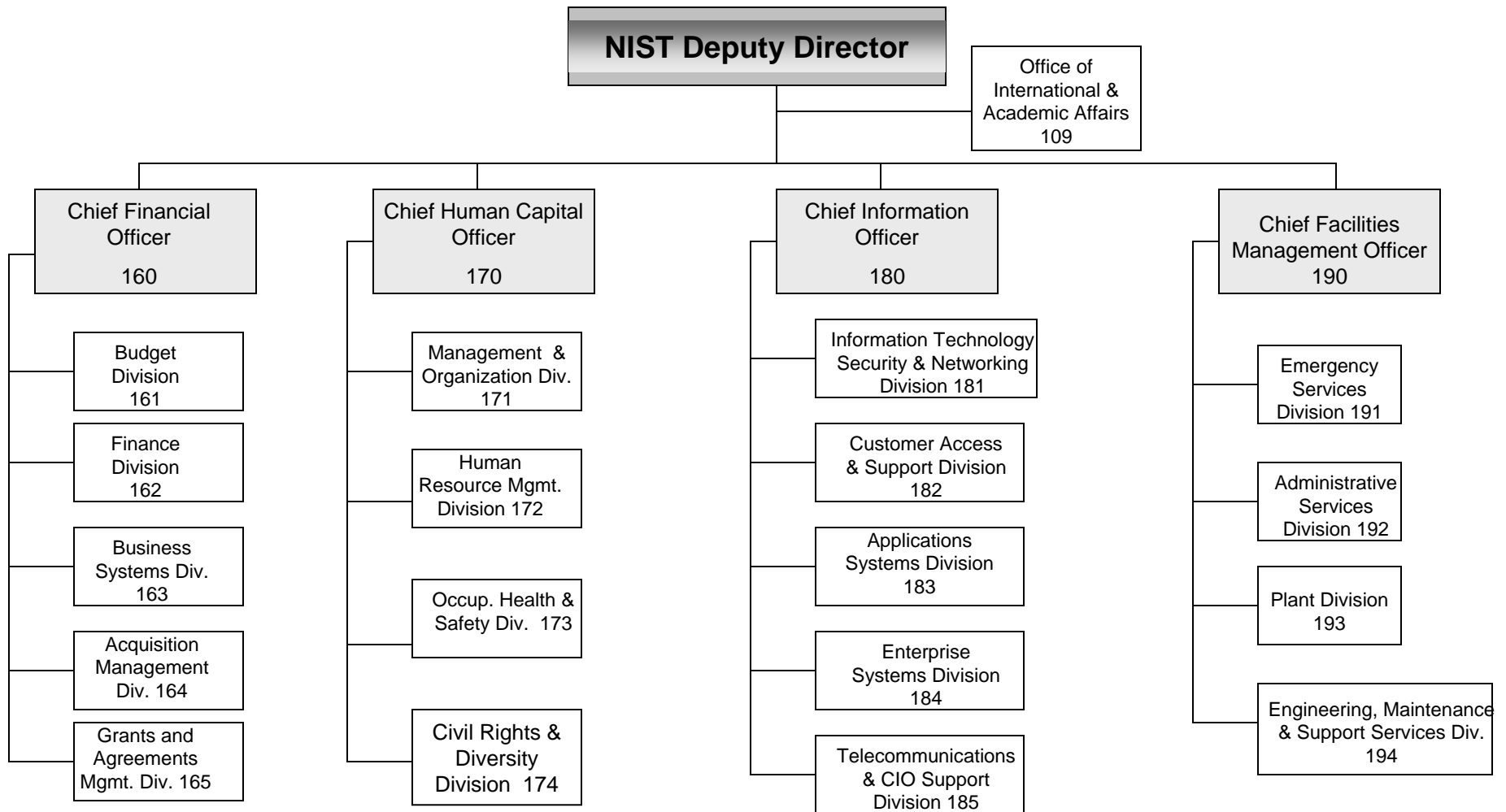➤ Establish culture of managing to budget

Organizational Consolidation

➢ Eliminate unnecessary levels of management

➢ Reduce management to staff ratio

➢ Establish performance metrics

➢ Transition to activity-based costing

➢ Provide incentives for improved personnel management

➢ Expand outsourcing

➢ Consolidate Boulder operations

Organizational Consolidation: NIST-wide Structure

Baldrige National Quality Program

Director, Boulder Laboratories

Chief of Staff

DIRECTOR

Deputy Director

Chief Financial Officer

Chief Human Capital Officer

Chief Information Officer

Chief Facilities Mgmt. Officer

Advanced Technology Program

Manufacturing Extension Partnership Program

Technology Services

Electronics & Electrical Engineering Laboratory

Manufacturing Engineering Laboratory

Chemical Science & Technology Laboratory

Physics Laboratory

Materials Science & Engineering Laboratory

Building & Fire Research Laboratory

Information Technology Laboratory

Organizational Consolidation: Deputy Director / Operations

NIST Deputy Director

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Chief Financial Officer 160

- Budget Division 161
- Finance Division 162
- Business Systems Div. 163
- Acquisition Management Div. 164
- Grants and Agreements Mgmt. Div. 165

Chief Human Capital Officer 170

- Management & Organization Div. 171
- Human Resource Mgmt. Division 172
- Occup. Health & Safety Div. 173
- Civil Rights & Diversity Division 174

Chief Information Officer 180

- Information Technology Security & Networking Division 181
- Customer Access & Support Division 182
- Applications Systems Division 183
- Enterprise Systems Division 184
- Telecommunications & CIO Support Division 185

Chief Facilities Management Officer 190

- Emergency Services Division 191
- Administrative Services Division 192
- Plant Division 193
- Engineering, Maintenance & Support Services Div. 194

Organizational Consolidation: Outsourcing

- ➢ The President's Management Initiative on Competitive Sourcing is a requirement
- ➢ NIST is studying 308 positions in DA/CFO
- ➢ Congress is reviewing our Competitive Sourcing Plan
- ➢ NIST has and will continue to
    - ▪ Improve organizational efficiencies
    - ▪ Support employees that may be affected by A-76

Engage OU Management and Administrative Staff in Decision-making

➢ Establish regular reviews of support functions

➢ Provide fora for staff input on support activities

➢ Establish zero-based budgeting

Goal:

Excellence in

Technical Programs

<u>and</u>

Support Activities